



**Creating the 21<sup>st</sup> Century Workforce:  
Developing Coordinated Regional Strategies  
for  
SE Michigan (Region I) Plan**

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Southeast Michigan (Region I) is at a critical crossroads of challenge and opportunity. Our five county region is home to almost 50% of the state's population, 45.7% of its jobs and many of its economic woes. It is also a land of opportunity, with new jobs, business expansions and regional collaboration and resources, including Detroit Renaissance, New Detroit, Automation Alley, TechTown, NextEnergy, the Detroit Regional Chamber and other local Chambers, the MEDC, and numerous other organizations working together for its success. Six Michigan Works agencies, the four partner agencies and two supporting agencies, are committed to working together and partnering with these and other stakeholders to develop a set of strategies that will serve the employment needs of both individuals and businesses in the region and contribute to the turnaround of our local economy.

Our plan is to do just that.

The lead agency and fiduciary for this project is the Southeast Michigan Community Alliance (SEMCA) which serves both Monroe and out-Wayne counties. The other Partner Agencies are the City of Detroit, Oakland, and Macomb-St. Clair Michigan Works! Agencies; they are all members of the Steering Committee for this grant. Washtenaw and Livingston MWAs are Supporting Partners. While the 21<sup>st</sup> Century Workforce allocations of the four partner Michigan Works Agencies are being committed to this proposal, all six MWAs are committed to support this project. Names and contact information are detailed in Appendix A.

All of these partner agencies currently collaborate on regional initiatives through the Southeast Michigan Works! Agency Coalition (SEMWAC), an organization they created over ten years ago specifically to share information and best practices, learn about regional initiatives including Regional Skills Alliances, and identify synergies and coordinate efforts to best serve the needs of this broad and diverse region. This funding provides that group with the resources needed to expand that outreach to other stakeholders in the region – businesses, associations, educational institutions, other state agencies – to include them in the planning and design of needed regional strategies and to achieve specific goals that are consistent with the state's and the region's priorities.

But we understand that the SEMWAC members do not stand alone in this mission. We have added to our Steering Committee representatives from the Michigan Economic Development Corporation (MEDC), the Detroit Regional Chamber of Commerce, and our local community colleges.

It is important to note that while this region has a multitude of sometimes overlapping and seemingly disconnected economic and workforce development initiatives, the objective is the same – to not only provide the highest quality services to individual job seekers and companies, but to continuously move our attention to process, prevention and preparedness efforts that will provide the biggest return on investment for the dollars spent. This is where the real synergy takes place with regional partners beyond the MWAs and MEDC and where the most significant impact can be felt on the region's economy and quality of life. The real power (and most significant ROI) occurs when prevention/ preparedness strategies are utilized to assure jobs are not lost but gained and that the work force possesses the skills and education needed for success.

These are harder to execute as our roles are often more of “influence” than “control”, the partners are less obvious, the measures of success are more difficult to define and track, and the time frames are usually longer before we see results. But this group of MWA leaders, their employer-driven boards, the Steering Committee and the groups they represent, and our other regional partners believe that the long-term focus on these strategies will provide the highest return on investment in the long run.

The Creating the 21<sup>st</sup> Century Workforce: Developing Coordinated Regional Strategies project has six specific focus areas:

1. Create a unified local approach to working with employers
2. Assess/Update the status of the local workforce economy
3. Develop a coordinated, regionally-based, and managed rapid response process to address plant closings and mass lay-offs
4. Incorporate a lay-off aversion component with the intent of minimizing plant closings and lay-offs
5. Develop, attract, and retain talent to build and support the 21<sup>st</sup> Century Economy
6. Develop and implement a communication strategy targeted at partners, employers, and the general public

Our plans for each are detailed below.

## **I. Create a unified local approach to working with employers**

With the diverse number and type of businesses in this region the specific services provided to an individual employer may vary, but the Steering Committee for this segment is confident that we can improve the quality of Corporate Services across the region through more consistency of process. Assuring that customer/ business needs are identified, developing standardized services, improving the consistency and reliability of their delivery, and coordinating outreach and communications are all part of the approach that should result in more businesses utilizing the Michigan Works! system to meet their needs.

- a. Key Partners: MWA's/ SEMWAC members, local Economic Development offices, MEDC, Detroit Regional Chamber, local Chambers, trade associations
- b. Strategies/ Activities:
  - i. Continue to train teams of Business Solutions Professionals to support the efforts in the region.
  - ii. Using the BSP model and through input from the partners and employers, develop a matrix or "Menu of Services" available to employers depending on their specific need. The matrix will be driven by key employer events – developing diversification strategies, opening a facility, adding to their workforce, workforce training/ re-training, reducing the workforce, and closing a plant – and might follow an FAQ format. Resources would include those available through the MWA's, MEDC, trade associations, Chambers of Commerce, Foundations/ grants, etc. This would be hard copy and web-based.
  - iii. Using the Steering Committee as the primary source, develop and execute a broader Corporate Services Plan to address additional employer needs.
  - iv. Conduct focus groups with the business community to validate and enhance the matrix and other programs or tools coming from the Corporate Services Plan.
  - v. Develop and utilize a "concierge" style approach to serving employers to assure that all individuals and organizations that work with employers can identify issues and needs and refer (and follow up) with agencies or organizations that can serve those needs.
  - vi. Standardize the materials provided by the partner MWAs and the MEDC when responding to inquiries based on the matrix above.
- c. Responsibilities: The Steering Committee has contracted the services of a facilitator, David Shevrin, to drive this Corporate Services plan to fruition through the SEMWAC meetings. The SEMCA facilitator, Marilyn Opdyke, will be responsible for the development of the matrix. They will work jointly on the design and development of the concierge approach and will both facilitate the focus groups.

- d. Milestones/ Timeframes: (See attached timelines and status)
- e. Status Notes: (See attached timelines and status)

## **II. Assess/ Update the status of the local workforce and economy**

This partnership looks to establish itself as the “go to” spot for labor market data and information in the region and for assistance in interpreting that data. This will be another resource identified in the Menu of Services matrix. Other resources will be identified and included in that list.

- a. Key Partners: MWA's, local Economic Development partners, MDLEG, Detroit Regional Chamber of Commerce, University of Michigan Dearborn
- b. Strategies/ Activities
  - i. Continue to gather/share information between partners utilizing EmployOn, Economic Modeling Specialist tool, and state LMI data. More actively involve local economic development, MEDC and MMTC partners.
  - ii. Utilize SEMCA's EmployOn Labor market Information tool and the Economic Modeling tool from EMSI to assess current openings and employer needs. Contract with University of Michigan – Dearborn iLabs to survey employers with job openings that have gone unfilled and determine the reason WHY they are unfilled. Develop strategies from there, including mini-summits with educational institutions to share results (See Initiative V).
  - iii. Utilize the focus groups noted above to have business identify current needs and assist us in adding additional tools and services.
  - iv. Position the concierge service and publicize it so that we become the “go to” spot for assisting business.
  - v. Continue assess the Asset Mapping process and look for ways to incorporate the concepts into our plan.
- c. Responsibilities (individuals and organizations)
  - i. Susan Corey has the lead on bringing the data to the partnership.
  - ii. The process for sharing data will be incorporated into the Corporate Services Plan and concierge resources (Steering Committee and David Shevrin)
  - iii. Susan Corey (SEMCA) and Marilyn to coordinate project with UM-Dearborn
- d. Milestones/ Timeframes
  - i. Attend Asset Mapping training in Lansing June 7, 2007
  - ii. Participate in state webinars and other support meetings on use of data
  - iii. Share LMI data and data charts/ bubble guides for each county at SEMWAC meeting May 15, 2007
  - iv. Meet with UM-D again on May 30, 2007

- e. Status Notes – Interpretation and discussion on the use of the current data is a regular agenda item for the SEMWAC group. Data from the webinar was shared with all partners on May 15.

### **III. Develop a coordinated regionally based and managed rapid response process to address plant closings and mass lay-offs**

This region is very proud of the quality of the delivery of services to jobseekers and of its ability to utilize a team-based, “Rapid Response” approach to responding to pending lay-offs and plant closings. We are committed to improving this in any way possible and to continuing the partnership with MEDC in serving these businesses.

The nature of lay-offs in the area, however, is changing. While “blue-collar” plant cut backs still contribute to much of the unemployment in the region, there is a growing trend in “white-collar” and middle-management level individuals needing support and services. Not only are these individuals often unfamiliar with the services available to them, the service providers have not traditionally provided this level of service. They are out of their comfort zone and sometimes out of their skill set. The Partner and Support Agencies have identified a need to not only coordinate and share best practices related to the response to closings and mass lay-offs but to adjust the services and locations to better accommodate the needs of this new type of client, and to provide opportunities targeted at keeping these more highly compensated individuals in the region.

a. Key Partners: MWA's/ SEMWAC, MEDC, Chambers, education partners

b. Strategies/ Activities

- i. Convene all partner MWA's and their MEDC counterparts to flow chart existing processes for rapid response in their area; make sure everyone has incorporated the state RR protocol; identify opportunities for shared resources, common materials, best practices, etc. Commonize the process, policies and priorities as much as feasible while maintaining the individual character and geography of each partner.
- ii. Add other partners to the process to add their input and perspective
- iii. Utilize the Menu of Services Matrix (see Initiative II) to assure all employers are aware of the services available to them.
- iv. Invest in capacity building at the service delivery level by contracting for training tools for all service providers to both improve their customer service skills and to expand their skill sets on working with middle managers and other “high end” clients.
- v. Develop (with assistance from supporting partner Washtenaw County) a Career Change Boot Camp for career transition.

- c. Responsibilities (individuals and organizations)
  - i. Marilyn Opdyke to facilitate the flowcharting process and consensus on best practices
  - ii. Susan Corey to solicit bids for outside training program(s)
  - iii. Steering Committee to further discuss changes in programs and locations as a strategy and to develop a common model that incorporates business/ association partners
- d. Milestones/ Timeframes (See attached)
- e. Status Notes (See attached)

#### **IV. Incorporate a lay-off component with the intent of minimizing plant closings and lay-offs**

As stated in our introduction and in line with the "Preparedness" component of the state's "Triage, Prevention and Preparedness" model, this group is committed to developing prevention and preparedness strategies as key components of any plan to minimize closings and lay-offs. The new "Road to Renaissance" economic revitalization plan for the region is built on that concept and includes four areas of opportunity for regional employers to broaden their customer base and build their economic capacity. The MEDC and the Executive Directors of the Partner agencies all participated in the subcommittees that identified these areas. They are: 1) Become the center for mobility, 2) Become a global logistics hub, 3) Expand the creative community, and 4) Expand entrepreneurial capacity. Our Steering Committee will continue to participate in supporting these initiatives and work hand-in-hand with the MEDC, MMTC, and University of Michigan to provide services and resources targeted at "prevention and preparedness" as needed and identified by the groups.

- a. Key Partners: Partner agencies, Support agencies, MEDC, "One D" partners and "Road to Renaissance" objective chairs/ committees, MMTC, University of Michigan.
- b. Strategies/ Activities
  - i. Stay active on the subcommittees for these objectives to encourage job loss prevention and preparedness. Identify opportunities for MWA and MEDC support.
  - ii. Staff will be participating in the Business Solutions Professionals training.
  - iii. Develop/ contract for additional training in the region as needed.
  - iv. Include MMTC and U of m in our planning and implementation process.
  - v. Work into our model the Regional Skills Alliances as an active participant in our out reach and prevention practices.
  - vi. Use MEDC as an active member in our business services process to identify and assist at-risk companies.

- c. Responsibilities (individuals and organizations)
  - i. R2R committee participants to bring ideas/ information back to the Steering Committee through the SEMWAC meetings.
  - ii. All Partner Agencies will schedule staff and/ or WDB members to participate in the “Business Solutions” training being offered this summer.
  - iii. Steering Committee leads the integration of the additional groups into the process.
- d. Milestones/ Timeframes (see attached)
- e. Status Notes
  - i. “Road to Renaissance” and “One D” objectives are being formally introduced at the Mackinac Policy Conference May 30-June 1.
  - ii. Participation on committees is on-going
  - iii. Next scheduled time for BSP training is August 2007.

**V. Develop, attract and retain talent to build and support the 21<sup>st</sup> century economy**

“Secure a strong talent base” is another objective identified through the “Road to Renaissance” work and is consistent with the preparedness objective shared by this partnership. Our focus on this priority is through education and training, and assuring that the institutions that deliver training services are fully aware of the needs of employers and job seekers and can adjust their delivery accordingly. In addition, we want to assure that parents and adult students are fully aware of the needs of employers, the availability of jobs for applicants with certain skills and the availability of training/ education to attain those skills in as expedited a time frame as feasible.

- a. Key Partners: MWA’s, MEDC, Community Colleges, Universities, M-Tec, One “D”/ Road to Renaissance, Detroit Regional Chamber
- b. Strategies/ Activities
  - i. Continue to utilize U of M Dearborn’s iLabs to determine the “why” behind long-term job openings in the region; share with partners and create action plans from the data.
  - ii. Meet with key players and partners to inform and strategize on ways to fill identified talent gaps.
  - iii. Stay connected to “Road to Renaissance”.
- c. Responsibilities (individuals and organizations)
  - i. Susan Corey and Marilyn Opdyke to coordinate efforts with UM-Dearborn.
  - ii. Marilyn Opdyke will take the lead on scheduling and facilitating stakeholder meetings facilitating the sharing of that information.
- d. Milestones/ Timeframes (see attached)
- e. Status Notes (see attached)



**VI. Develop and implement a communications strategy targeted at partners, employers and the general public**

This initiative provides an underlying support for all the initiatives and as such, comes after other objectives are achieved. The diversity of the target audiences and the messages warrants a full Marketing Plan approach be utilized and funded.

- a. Key Partners: Our group will work in coordination with the Regional Wired Grant with Detroit Regional Chamber, Road to Renaissance / “One D”, existing RSA’s and local television and radio stations.
- b. Strategies/ Activities:
  - i. Develop a Marketing and Communications plan for sharing information between partners and for communication through various mediums with outside constituents including employers, educators, parents, etc.
  - ii. Design, print and disburse the Menu of Services matrix, including to “concierge” service providers.
  - iii. Establish a web-based system for updating the Resource Matrix and providing other important information about resources and opportunities in the region
  - iv. Prepare press releases, public service announcements or other items as identified through the planning process.
- c. Responsibilities (individuals and organizations)
  - i. Steering Committee and SEMWAC partners will develop the plan, facilitated by Marilyn Opdyke or a marketing professional
  - ii. Other individuals and groups will be involved as needed.
- d. Milestones/ Timeframes
  - i. This initiative is intended to support the other efforts and as such has not been started at this time. The Steering Committee address this after the UM-Dearborn research study has been completed and the Road to Renaissance objectives have been presented to the public.
- e. Status Notes (see attached)

## **Appendix A**

### **Organizational Partners, Roles, and Responsibilities**

**Steering Committee:** This group will drive the process and work with the facilitators to bring the partners and community together. SEMCA will act as the fiduciary for this initiative.

- SEMCA MWA
- Oakland MWA
- Detroit MWA
- Macomb/St. Clair MWA
- MEDC
- Detroit Regional Chamber of Commerce
- Community college representative

**Supporting Partners:** This group will work closely with the steering committee to determine activities and actions for the region.

- Washtenaw MWA
- Livingston MWA
- Michigan Economic Development Account Managers
- University of Michigan-Dearborn

**Community Asset Group:** This is a partial list. As needs and opportunities become known others will be added.

- Henry Ford Community College
- Washtenaw Community College
- Schoolcraft Community College
- Oakland Community College
- Macomb Community College
- County government representatives
- City and County representatives
- Workforce Development Board Members
- Road to Renaissance and “One D” partners
- Business Associations

### **Relationship to WIRED**

This region is very involved with the WIRED project funded through the Detroit Regional Chamber and with the Road to Renaissance and One D regional economic recovery initiatives. As their projects mature we will work closely with them to assure seamless support and coordination of effort.

## **Appendix B: Key Personnel**

### **Steering Committee:**

<b>Name</b>	<b>Title</b>	<b>Expertise and Roles</b>
Susan Corey	Manager SEMCA MWA	Administration of workforce programs and fiduciary
John Almstadt	ED Oakland County MWA	Administration of workforce programs
John Bierbusse	ED Macomb/St. Clair MWA	Administration of workforce programs
Cynthia Bell	ED Detroit MWA	Administration of workforce programs
Gregory Handel	Detroit Regional Chamber of Commerce	Chamber workforce development initiatives
Larry Goremazano	Regional Director MEDC	Economic development
Gary Saganski	Director of Corporate Education Henry Ford Community College	Education for adults and new students

### **Facilitators and Support Organizations:**

<b>Name</b>	<b>Title</b>	<b>Expertise and Staff roles</b>
iLabs staff	U of M Dearborn	Research on EmployOn Database
Marilyn Opdyke	Facilitator	Planning, facilitating group to action
David Shevrin	Facilitator SEMWAC and Corporate Services Plan	Planning, facilitating group to action

## Region I Project Timeline and Tracking Report

	Task/ Activity	Primary Responsibility	Timing	Targeted Completion Date	Status/ Comments
<b>I.</b>	Create a unified local approach for working with employers				
A.	Hire consultant (s)	SEMCA	May/ June 2007	March 2007	Marilyn Opdyke hired 05/07 David Shevrin hired 06/07
B.	Establish SEMWAC members as Steering Committee	SEMCA			
B.1	Per request of state, expand the Steering Committee to include additional partners – business, MEDC, education	Partners Facilitators	June '07	July meeting	Greg Handel DRC) Larry Goremazano MEDC) Gary Saganski (HFCC Possibly one more
C.	Train a team of Business Solutions Professionals	Partners	August '07	January '08	SEMCA scheduled for August '07 Others? (M find out)
D.	Develop a resource matrix/ business services “menu” identifying local, regional and state resources available to businesses at various decision-making points in their strategy	Steering Committee Marilyn to facilitate		TBD	Marilyn to call Vickie Enright for insight into BSP approach/ continuity
E.	Develop/ facilitate an on-going Corporate Services Plan that includes a model system for a unified approach to working with employers; involve partners/ MEDC / chambers/ associations as needed. Become the “concierge” service for employers utilizing the “Menu of Services” and other tools	David to facilitate	Next meeting July 24, 2007		
F.	Facilitate focus groups with employers to better understand business needs and to validate/ improve on Menu of Services	Marilyn and David	After Menu of Services is developed		Use current MWA boards
<b>II.</b>	Assess/ update the status of the local workforce and economy				
A.	Determine what is useful information for				

	employers and others to make better decisions. Become the “go to” spot for both collection and dissemination of employment data for the region.				
1.	Gather/ share labor market information between partners and the Steering Committee (includes LMI, EmployOn, EMSI, etc.	Susan SEMWAC			
2.	Review possibility of purchasing EmployOn process for all partners	Susan SEMWAC			
3.	Involve local economic development partners in discussions on what the data means and how we use it / work with it	Susan Marilyn			Meetings every two months
4.	Contract with UM-Dearborn iLabs to determine the “why” behind long-term job openings in the region; share with partners and others	Susan Marilyn	Contract signed May ‘07	Final report due August ‘07	
<b>III.</b>	<b>Develop a coordinated regionally based and managed Rapid Response process to address plant closings and mass lay-offs</b>				
A.	Flow chart existing Rapid Response processes used by partner agencies and MEDC; identify best practices, areas for improvement, etc.	Marilyn	Schedule 7/24/07		At 7/24 SEMWAC meeting charter the team to do this and set the schedule; link to Corporate Services Plan
A.1	Add other participants to the process – education, chambers, etc.	Marilyn			
B.	Contract for training for front-line/ business services professionals to improve capacity for serving “high-end” clients and others making career transitions	Susan	Update at July 24 SEMWAC meeting	September	Working with Gary S. at HFCC on making this a certification program
C.	Explore “Career Boot Camp” model being used in Washtenaw county for application throughout region	Susan Jenny	Update at July 24 SEMWAC meeting	Possible September	

<b>IV.</b>	<b>Incorporate a lay-off aversion component with the intent of minimizing plant closing and lay-offs.</b>				
A.	Participate in Business Solutions training	SEMWAC members		August Next available	Need future schedule
B.	Investigate/ utilize MMTC and UM as resource for local companies	Marilyn/ John A.	July		Schedule MMTC Oakland county rep to present to Steering Committee
C.	Provide all partners who contact employers, including RSA's, with training and information on who does what and copies of Menu of Services/ "concierge" training	Steering Committee			
D.	Stay active on Road to Renaissance committees to encourage prevention and preparedness; bring information back to Steering Committee on how we can help	SEMWAC members	On-going		
E.	Discuss ways to stay "connected" and networked for early notice of needs; use MEDC as lead and involve Workforce Development team in process; Who are our "at risk" employers?	Steering Committee	Launch at July 24 meeting	September	Meet with MEDC; access retention lists (Schedule when Susan returns)
<b>V.</b>	<b>Develop, attract and retain talent to build and support the 21<sup>st</sup> Century Economy</b>				
a.	Contract with UM-Dearborn iLabs to determine the "why" behind long-term job openings in the region; share with partners and others (see above)	Susan Marilyn	Contract signed May '07	Final report due August '07	
b.	Meet with key partners and players to share the UM-D information and identify strategies to address it	Marilyn			
c.	Stay connected to "Road to Renaissance " sub committee (Dr. Little is chair)	Marilyn Steering committee			Marilyn to contact Dan Little; get on committee
<b>VI.</b>	<b>Develop and implement a communication strategy targeted at partners, employers, and the general public</b>				

a.	Develop a communications/ marketing plan that supports the initiatives above	Steering Committee Marilyn	September	October	
b.	Develop/ contract for public service announcements		October	November	
c.	Get Resource Matrix/ Menu of Services on web sites	Marilyn	November	December	